

UDC 338.24

Logvinovskiy E.I.
graduate student of economics
Kherson State University

USE IN COACHING STAFF DEVELOPMENT THE USING OF COACHING IN THE DEVELOPMENT OF PERSONNEL

Statement of the problem. Efficiency of business processes and enterprise as a whole has become more and more determined by the level of development and characteristics of the management staff. This is due not only to increased competition, increased speed of changes in the external environment in which the entities operate, but also the growing role of creative and individual employee of the corporation in general.

At the present stage of development of market relations, the organization can achieve a competitive advantage and effective performance only through the use of new technologies, methods and instruments of governance. One is coaching, as the latest effective approach to optimize capacity and staff organization. This is due to the fact that it is the human capital of an organization, product or service unique, so surely they need to be competitive on the market.

Analysis of recent research and publications. Theoretical and methodological basis of the research was the work of many scholars of coach- coach- counseling and management: A. Adler [1], G. Gardner [4], D. Houllmana [6], M. Downey [8], V. Maximov [15], J. Harris [25], M. Erickson [26], as well as related corporate governance: T. Galway [5], J. Whitmore [24], T. J. Leonard, A. Savkina, L. Thurston, L. Dougan [10], J. Whitmore [24].

Among local scientists, we relied on the study: B. Berezhna [2], E. Denysenko [9], V. Kulik [12], M. Nagar [18], J. Peter [20].

Problem. Objectives of the study is to justify the need for coaching in the development and management of staff.

The main material of the study. Recently, more and more obvious is the fact that the future of any organization depends on the capabilities and productivity growth of its employees [11, p. 215]. On the other hand, the future of any employee depends on its value to the organization, the weight of his knowledge and skills. Thus, both the organization and its employees is important for the continued development of staff. That is the process of obtaining new knowledge and skills staff need not only at various stages of development, but in the long future. Therefore, if an organization is interested in the continued development of their capacities, the question is essential to develop a program of staff development.

Of course, almost all companies today are organized and carried out various activities aimed at developing employees [19, p. 277]: workshops, seminars, training courses and more. Such events allow employees to gain necessary knowledge, develop the necessary personal qualities to work. However, modern conditions require continuous development, and it will only directly in the process, if the use of targeted staff development tool - coaching.

Today the question about the use of coaching as an instrument of human resource management is one of the most controversial in management and consulting [20]. Most coach-consultants determined it not only as a tool for direct training, but as a philosophy, a system of technologies and methods aimed at defining and most rapid achievement of the organization [16, p. 257].

There are many definitions of coaching, most of them know the following [22, c. 53]: "Coaching - a new style of human resource management technologies which contribute to the mobilization of internal capabilities and potential employees, continuous improvement and professional qualification".

By definition E. Denysenko, coaching - a personalized training people to achieve meaningful goals, increased mobilization of domestic capacity, develop the necessary knowledge and skills, learning strategies for getting top results [9, c. 52].

Despite the significant contribution of foreign researchers in the coaching system in Ukraine has not yet formed a clear idea about the direction of the staff, but modern business companies are increasingly showing curiosity about the basics of coaching.

Anthony M. Grant gives a definition of coaching: "Coaching - is focused on the solution, result oriented and systematic process of cooperation, in which the coach helps to improve business performance, increase life experience, self-learning and personal growth of the people" [7, c. 27]. A founder of the school of transformational coaching P. Vritsa believes that "Coaching is an art - to promote the development of others. An effective coach, in his view, helping others realize their potential that they already have, but may not yet be shown [3, c. 18].

So coaching - the science and art of promoting self person or organization. Coaching works as an interactive process support individuals and organizations, which is to promote maximum disclosure of their potential. We consider it appropriate to examine the evolution of the concept of coaching. The term "coach" comes from the medieval English word coach - "carriage", "coach". Thus Coaching - a kind of means of transportation (promotion) client to disclose its potential. A coach - a kind of leader, coach who accompanies a person or team to the greatest achievements [21, p. 19]. Historically, that coaching is usually focused not only on achieving a particular outcome, but rather on creating the conditions under which the client opened a new resources and opportunities.

Currently coaching - is not only an effective management style, but also cost-effective means of developing staff. Indeed, the problem of improving the efficiency of their subordinate managers themselves engaged in working hours and workplace, without any loss of performance. The development process occurs naturally and is part of the workflow. It's enough just to teach coaching skills to managers and give them the time of their practical learning. After this process of coaching is integrated into the management process, make it both less prescriptive and more effective.

The use of coaching in the staff development involves not only determining the content, approaches and technologies, and outline its key problems [20, c. 160]:

- Identify the purpose and the best steps to achieve it;
- Increase the independence and responsibility counselee;
- Learn to find new ways of effective collaboration;
- Need to make quick decisions in difficult situations;



- Align individual goals with organizational goals;
- Open new opportunities;
- Earn more and spend less.

In addition to challenges coaching is also designed to perform the following functions [14, c. 299]:

1. Function Development - responsible for the development of labour potential and competencies of employees, career move.

2. Creative - allows most employees to show initiative, to put forward new ideas and make creative decisions.

3. Comprehensive counselling - can be carried out in all sectors and all units at any stage of the development staff.

4. Motivating - allows employees to ensure achievement of goals both personal and business.

5. Adaptation - teaching employees to quickly adapt to changing environmental conditions.

In recent years, the concept of coaching has become more generalized and expanded content. Today, coaching leaders and organizations, as well as any practical aspect of governance is increasingly using methods of observation, interviews, surveys, testing, modelling, and includes design, situational coaching and transitive [7, p. 18-19]:

- Situational coaching focuses on a specific (tactical) improvement or optimization work is clearly given context;

- Project coaching encompasses strategic management person or team in order to obtain an efficient outcome;

- Transitive Coaching helps people move from one job or role to another.

In many organizations today, coaching has become a must complement and sometimes substitute training. This is because unlike training (even personal) coaching is more focused and has an individual focus, and if we consider real change, coaching is more advantageous price than traditional training methods for coaching approach focuses more on achieve successful results than searching for the causes of existing problems or the formation of useful skills.

It is crucial that people who make decisions and shape the direction of the company, were seized by the idea. Often it is their delight determines the success of the project. Equally important is the readiness of the company in general, the necessary conditions and the level of personal maturity workers.

The primary goal of coaching is to outline the unique capabilities of individual workers in companies that actually lead to innovation, a qualitatively different level of responsibility of employees to improve their work. Therefore, companies should choose their own idea of coaching is not to copy the default, though interesting, Western methods and develop a new one, which would ideally provide their own implementation of organizational goals.

Coaching as a management style and relationships in general - a specially organized interaction between manager and his subordinates, which includes recognition of the uniqueness of every individual, trust in his abilities, to promote maximum disclosure of personal resources and leads to new levels of performance of their duties staff. Coaching as a management tool - is to help employees in development and learning by working together. It uses certain methods staging technique for joint discussion and so on. There are many classifications of coaching. In general, there are three major areas of coaching applications [5, c. 28]:

1. Administrative (and political) coaching - is working with top officials of companies, organizations, government agencies or political structures. In this area, the coach helps retain and increase achievement poli-

tician or CEO: allocate resources, make strategic leadership, competent authority to implement and more. Often, a person who holds the highest stage of social progress, as no one needs the help of a specialist with whom you can discuss your hopes and dreams, doubts and fears, a man who has trained to question and opening a new vision - a coach.

2. Business coaching teaches people to deal with professional challenges. Business coaching can be focused both on individual people and businesses throughout the system as a whole, then it will be called by a personal business coaching and team coaching business. The main results of business coaching is to improve performance: financial, logistics, management and so on.

3. Life coaching focuses on helping people achieve personal goals that may be quite far from professional or institutional. As with transitive coaching, this coaching helps people deal effectively with various life problems arising in the as the person moves from one stage of life to another. Here, as well as in administrative or business coaching possible and individual (personal), and group coaching.

Thus, effective coaching requires both focus on ideas, problems, relationships and opportunities. In order to understand the criteria of quality and professional standards of professional coaches is important to clearly outline the context of the application procedure in the current international practice. Thus, understanding the social and professional areas that require the services of coaching is to help coaches start-effectively build your practice.

Along with the increasing demand for coaching services is growing and demand for coaching specialties, some of which have become popular, while others are just beginning to appear in the list of specializations coach. In domestic practice coaching as a discipline in the last 3-5 years, began to outline the requirements for professional standards and competence of specialists in coaching, most Ukrainian professional association coaches guided by the standards set by international organizations and institutions. And the criteria and standards of competence and ethics experts in coaching may be the subject of a separate study.

Findings from the study. Thus, summing up the results of the study, we propose characteristic of coaching as an effective example of interaction between manager and employee, whose main purpose is the management of the tasks facing them. If any changes, both internal and external, coaching staff organization will quickly adapt to these changes, find ways to improve their performance in the new environment, find the resources to meet the new conditions to achieve maximum fulfilment.

Coaching - is the most effective approach to human resource management, a powerful tool to achieve amazing results. Coaching - is not a theory, it is, above all, practice. The practice is not difficult to learn, but remarkably effective. To verify this, the manager need only try to use coaching in their work and the result is bound to be positive .

Coaching is not a substitute for education and training, but it fits perfectly with them and to benefit from their effects in practice. Coaching - is a management tool that enables employees to continually develop under the conditions dictated by modern economic relations.

BIBLIOGRAPHIC LIST :

1. Адлер А. Практика и теория индивидуальной психологии / А. Адлер ; пер. с нем. – М. : Издательство: Академический проект, 2011. – 240 с.
2. Бережна В. Підготовка майбутніх менеджерів до інноваційної

- професійної діяльності з використанням новітніх засобів навчання / В. Бережна // Науковий вісник Чернівецького університету : зб. наук. праць. – Сер.: Педагогіка та психологія. – 2009. – Вип. 468. – С. 21–27.
3. Врица П. Когда качество действий встречается с центровкой. Компас для коучей [Текст] / П. Врица, Я. Ардуи. – М.: Международная Академия Трансформационного Коучинга и Лидерства, 2008. – 224 с.
 4. Гарднер Г. Искусство и наука влияния на взгляды людей / Г. Гарднер; пер. с англ. – М.: Издательство: ООО «ИД Вильямс», 2008. – 256 с.
 5. Голви, Т. Максимальная самореализация. работа как внутренняя игра. Фокус, обучение, удовольствие и мобильность на рабочем месте / Тимоти Голви. – М.: Издательство Альпина бизнес букс, 2005 г. – 254 с.
 6. Гоулман Д. Эмоциональное лидерство. Искусство управления людьми на основе эмоционального интеллекта / Д. Гоулман, Р. Боячис, Э. Макки. – М.: Альпина Бизнес Букс, 2005. – С. 266–269.
 7. Грант, Э. Коучинг принятия решений [Текст] / Э. Грант, Дж. Грин. – Питер, 2005. – 138 с.
 8. Дауни М. Эффективный коучинг : Уроки тренера коучей / М. Дауни. – М.: Добрая книга, 2005. – 288 с.
 9. Денисенко Е. Коучинг для менеджеров [Текст] / Е. Денисенко // Отдел маркетинга. – 2004. – № 7–8. – С. 52–53.
 10. Довгань Л. Управління корпораціями : монографія / Людмила Довгань, Валентина Пастухова, Людмила Савчук ; М-во освіти і науки України, НТУУ «КПІ». – К.: Політехніка, 2004. – 233 с.
 11. Калина А. В. Формування підходів до вдосконалення механізму стимулювання інноваційної діяльності працівників / А. В. Калина // Соціально-економічні аспекти промислової політики. Актуальні проблеми управління людськими ресурсами і маркетингу в контексті розвитку України : сб. науч. тр. в 3 т. – Т. 2 / НАН України, Ін-т економіки пром-сти ; редкол. Амоша А. И. (отв. ред.) и др. – Донецьк, 2007. – С. 215–221.
 12. Кулик В. А. Коучинг в системі трансферу інновацій / В. А. Кулик // Проблеми системного підходу в економіці. – 2007. – № 1. – 137 с.
 13. Лев Н. Ю. Моделі коучингу: характеристика та особливості застосування / Н. Ю. Лев, Р. Д. Бала // Менеджмент та підприємництво в Україні: етапи становлення і проблеми розвитку : [збірник наукових праць]. – Львів : Видавництво Львівської політехніки, 2012. – С. 76–81.
 14. Логвиновський Є. І. Функціональна та змістовна сутність коучингу на підприємстві / Є. І. Логвиновський // Європейський вектор економічного розвитку : [збірник наукових праць]. – К., 2012. – № 2 (13). – С. 297–301.
 15. Максимов В. Е. Коучинг от А до Я. Возможно все / В. Е. Максимов. – СПб.: Издательство «Речь», 2004. – 264 с.
 16. Марцінковська О. Роль коучингу в розвитку персоналу/ Олександра Марцінковська, Наталія Фижик // Економічний аналіз. Випуск 8 : [збірник наукових праць]. – Тернопіль : 2011. – Ч. 2. – С. 257–260.
 17. Маслоу А. Новые рубежи человеческой природы / А. Маслоу. – М.: Смысл, 1999. – 425 с.
 18. Нагара М. Б. Роль коучингу в забезпеченні конкурентоспроможності персоналу / М. Б. Нагара // Вісник Донецького національного університету економіки і торгівлі ім. М. Туган-Барановського : зб. наук. праць. – 2009. – № 4 (44). – С. 96–101.
 19. Павлов В. І. Коучинг та наставництво у підприємницькій діяльності України / В. І. Павлов, О. Ю. Кушнірук // Менеджмент та підприємництво в Україні: етапи становлення і проблеми розвитку : [збірник наукових праць]. – Львів : Видавництво Львівської політехніки, 2012. – С. 276–280.
 20. Петровська І. Р. Підвищення ефективності управлінської діяльності керівника за допомогою коучингу / І. Р. Петровська, Р. Д. Бала // Науковий вісник НЛТУ України. – 2010. – № 20.14. – С. 158–161.
 21. Стак Е. Коучинг на підприємстві. Станьте менеджером-тренером / Е. Стак. – М.: Інститут консультування і системних рішень, 2006. – 208 с.
 22. Томашек, Н. Системний коучинг. Целеорієнтований підхід в консультуванні [Текст] / Н. Томашек ; пер. с нем. – Х.: Изд-во Гуманитарный центр, 2008. – 176 с.
 23. Уитмор Дж. Coaching – новый стиль менеджмента и управления персоналом: практ. пособие / Джон Уитмор : пер. с англ. – М.: Изд-во «Финансы и статистика», 2005. – 160 с.
 24. Уитмор Дж. Внутренняя сила лидера. Коучинг как метод управления персоналом = Coaching for Performance: Growing Human Potential and Purpose. – М.: «Альпина Паблишер», 2012. – 312 с.
 25. Харрис Дж. Коучинг: личностный рост и успех / Дж. Харрис. – СПб.: Речь, 2003. – 112 с.
 26. Эрикссон М. Стратегия психотерапии = Strategy of the Psychotherapy / Избранные работы / [Авторизов. пер. с англ. и ред. Шлионский Л. М.]. – СПб.: Речь, 2002.